

Definitions of Standards Used on Performance Evaluation Form

The following definitions of standards are to be used as a guideline and are not intended to be all-inclusive or all encompassing. Instead, these standards should be used as a basis for establishing and/or benchmarking employee performance.

Performance Factor	Does Not Meet Expectations	Needs Improvement	Meets Expectations	Exceeds Expectations
Adherence to Policies:	Failure to follow established practices has caused significant problems.	Occasionally has problems following standard operating procedures and policies.	Generally follows established procedures, including written and oral communication, standard operating procedures.	Exceeds standards and assists supervisor in identifying where procedures need updating or where there is potential problem. Shows exceptional initiative and judgment.
Attendance: (NOT to include or reflect any Family Medical Leave)	Often absent without valid excuse. Does not remain in assigned area. Frequently abuses breaks.	Occasionally lax in attendance and/or in reporting on time.	Consistently punctual. Remains in assigned work area. Does not normally abuse breaks. Absences are generally planned; shows consideration of needs of work unit.	Consistently on time and frequently early arrival. Breaks are always appropriate. Always available when needed, including overtime when necessary. Volunteers to work overtime when needed. Few, if any, absences.
Coaching:	Does not support other employees' development.	Does not provide ongoing feedback.	Gives employees opportunities for training. Assists and encourages other employees to develop knowledge and skills. Generally offers sound advice.	Also seeks opportunities for employee growth. Encourages 2-way communication. Consistently looks for ways to help others. Offers sound advice and feedback.
Communication:	Often struggles with verbal and/or written communications. Failure to keep others informed has resulted in problems.	Occasionally has not kept appropriate coworkers informed. Verbal and/or oral communications are weak. Listening skills need improvement.	Usually displays effective verbal and written communications. Keeps appropriate persons informed as necessary.	Speaks, writes and presents skillfully. Extremely clear and concise in statements and instructions. Keeps others informed and seeks to develop full understanding.

Customer Service:	Frequently displays anger or frustration with customers and/or coworkers and has difficulty handling routine situations in a tactful and timely manner. Supervisor has received legitimate complaints regarding how employee relates to customers.	Occasionally lacks courtesy, tact and/or timeliness when dealing with internal and external customers. Does not always consider the importance of being helpful and responsive to customer needs.	Consistently responsive and helpful to customers requiring service/assistance; exhibits courtesy, tact and timeliness. Attempts to assist customers before referring elsewhere. Appreciates the need to serve citizens. Effectively and positively communicates county, organizational and unit priorities, goals and concerns to internal and external customers.	Demonstrates a commitment to meeting and exceeding customer needs. Looks for ways to improve services to customers; handles difficult situations calmly. Is familiar with related jobs and assists customers when other employees are not available.
Initiative:	Slow to begin work assignments. Frequently needs prompting and/or reminding.	Generally must be prompted.	Consistently dependable and diligent. Does not wait for or need direction, taking necessary or appropriate action without prompting or reminding. Seeks clarification and additional information to broaden knowledge.	Independently sets goals and meets them. Actively seeks solutions to problems before being asked. Initiates learning to broaden skills and knowledge.
Job Knowledge, Skills and Abilities:	Has not demonstrated ability to perform basic functions of the position. Has not taken advantage of available training.	Generally exhibits below average knowledge of necessary job functions. Occasionally has difficulty in completing assigned tasks. Further training is needed.	Consistently demonstrates continued familiarity with goals, policies, procedures, equipment and materials necessary to fulfill essential functions of the job. Demonstrates the skills and ability to fulfill the functions. Can perform with only occasional supervision.	Demonstrates knowledge of and fulfills all aspects of position and is able to lead, train or educate others above and beyond the expectations of the position.

Judgment:	Does not see both or all sides of a situation. Does not understand or consider consequences. Judgment is generally poor. Decisions result in problems.	Generally makes assumptions without considering long-term effects.	Generally exhibits evidence of having considered pros and cons and having weighed alternative actions, taking into account organizational needs before making a decision. Judgments generally result in positive outcomes.	Evidence of having also considered, with clear understanding, long and short term impact. Exceeds expected rate of positive outcome. Understands the consequences of work and actions.
Leadership:	Does not seek information. Engages in behaviors/actions that are damaging to trust and loyalty within or outside work group.	Usually does not build relationships within or outside work group.	Effectively communicates and actively builds relationships within and outside work group. Demonstrates use of interpersonal styles, skills and methods to guide individuals or group to accomplish a task.	Displays extraordinary effort and ability to communicate and to develop trust within and outside work group, gaining others' understanding and commitment to a project or task.
Quality of Work:	Work contains unacceptable number of errors. Does not utilize time and/or materials effectively. Timeliness is frequently a problem.	Work usually contains errors. Occasional problems with time, materials and completing tasks on schedule.	Work is usually thorough and accurate. Effective in utilizing time and materials to complete tasks on schedule.	Work is dependable. Uses time wisely. Meets deadlines or is early.
Productivity:	Does not meet productivity standards and/or expectations individually or for work unit.	Does just enough to get by. Sometimes does not meet productivity standards/expectations.	Volume of work produced is satisfactory. Consistently meets productivity standards/expectations.	Very industrious. Consistently meets productivity standards/expectations and frequently does more than expected.
Safety:	Does not participate in safety programs. Does not consistently use equipment or comply with policies.	Has had at least one incident of safety violation, either in policy or equipment use.	Attends training. Uses equipment as assigned. Complies with agency and department safety policies and practices.	Identifies needs and safety problems. Encourages others to participate.

Working Relationships:	Does not sustain interpersonal relationships with coworkers and clients. Competes with others. Sees as “win/lose” situations. Demonstrates behaviors that negatively influence group morale. Frequently discourteous within and/or outside department. Demonstrates little effort to assist others.	Occasionally has problems with interpersonal relationships. Sometimes has contributed negativity to the team. Sometimes expresses disagreement without tact. Occasionally complains and is negative. Cooperates only when prompted and/or without enthusiasm. Occasionally discourteous either within or outside group.	Works to sustain and maintain effective and cooperative relationships with coworkers (including supervisor) and clients. Active participation in team effectiveness. Consistently courteous and considerate. Assists others without prompting. Works with others tactfully and treats others with respect and understanding. Exhibits tolerance of differences. Complaints are appropriate and communicated with supervisor tactfully.	A consistent, positive factor in group morale. Shows great flexibility and works well with all groups and people. Frequently offers suggestions and encourages others. Listens to and considers viewpoints of others. Offers friendly and positive support of department and county. Outstanding courtesy. Suggests unique and/or creative means of interdepartmental or interagency cooperation.
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